

16 APR 1976

DD/A Registry
76-1932

MEMORANDUM FOR: Chief, Career Management Group, DDO

VIA : Deputy Director for Administration

FROM : Harry E. Fitzwater
Director of Training

SUBJECT : Staffing of Operations Training
Instructor Positions

REFERENCE : Memo dtd 6 Feb 76 to DTR fm C/CMG,
same subject

1. The referenced memorandum contains a number of thoughtful suggestions for improving the caliber of the operations training staffs in OTR and thus the quality of operations training. I agree wholeheartedly with most of your observations and, in respect to several points you have raised, add some additional comments.

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2. I certainly agree that the overabundance of Personal Rank Assignments by DDO Careerists at [REDACTED]-12 out of 30--is highly undesirable. For your information, the T/O of the instructional staff now includes the following positions: four GS-15s, nine GS-14s, twenty-six GS-13s, and eleven GS-12s. With the problem very much in mind, we have been looking forward to a review of our positions and their grades by the Office of Personnel. This review is now under way, and we will strive hard to convince Personnel that there should be a substantial upgrading of operations instructor positions. I have passed your memorandum to the Personnel Officer making the survey with the request that, in addition to my own representations, he discuss this situation with you. I am also reviewing the OTR T/O in an effort to upgrade at least a few positions.

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3. In addition to the above, with the anticipated retirements of "MT" Careerists at [REDACTED] during the balance of 1976 and the turnover in DDO officers there, a substantial number of GS-14 and GS-15 positions will become vacant.

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This will improve the headroom situation for both officers who continue their [REDACTED] assignments or who move there this summer.

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4. I certainly agree with your observation that older and more senior officers should be expected to have versatility and depth and breadth of operational and liaison experience. I add, however, that total reliance on an instructor staff of more senior officers--as discussed in the reference--who came into the Agency in the 1950s does not allow for younger operations officers who can relate more effectively to current groups of student trainees. I believe there is a present need at the [REDACTED] for a substantial number of younger instructors who have served several tours overseas at active stations and are still in the early part of their careers. These obviously would fit into the existing--or, hopefully, an improved--grade structure more easily than older, more experienced officers. In looking at the proposed assignments which are coming up, I believe there will be a good balance of both experience and youth on the [REDACTED] staff.

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5. In looking over your memorandum as a whole, I would observe that it is necessary to maintain two capabilities in the operations instructor staff regardless of which Directorate supplies the personnel. One is obviously operations expertise and experience, and DDO Careerists who are fresh from overseas should provide that element. The other capability is related to teaching expertise and institutional memory. I refer here to classroom experience and technique, teaching methods, design of curriculum, development of training materials, and the instructing of new instructors--in short, the whole range of pedagogical expertise and experience. This requires both expertise and some continuity in order to bring to full development. It needs an institutional memory in order that a continuously rotating staff not repeat the mistakes and experiments of its predecessors. It is on the teaching side that we see the Office of Training and its career personnel as making a unique contribution. The basic point here is that the same problems exist for whoever supplies the personnel to the [REDACTED]

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6. Thus, unless the Operations Directorate is prepared to develop a cadre of training specialists who would spend substantial portions of their career in training assignments, I do not believe that it would be advantageous to fill all operations training and supervisory positions at [REDACTED] by DDO Careerists. I fully recognize the relative roles and responsibilities of your Directorate and of OTR in the operations training field; however, to ignore either depth

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of expertise or experience would cause the quality of operations training to suffer. Therefore, while agreeing in the main with your observation about filling operations instructor positions with DDO Careerists, I propose to continue to fill a small number of positions with officers who have the requisite knowledge of training techniques and, hopefully, enough field experience and operations work to make them credible. To this end, we have just brought on board the first of two pedagogical specialists, whom we intend to use as "teachers of teachers." We also have two OTR Careerists now serving abroad in DDO operational slots. These are officers of good repute, whom we hope can continue to serve successfully both at the [REDACTED] and overseas. OTR also intends to move more aggressively than we have in the recent past to acquire a small number (one or two a year) of Career Trainees who can rotate between assignments in the DDO and OTR. With the continued cooperation of your office and the DDO in general, I trust that we will be able to work out staffing arrangements so as to provide both types of capabilities and thus realize the optimum training for your officers.

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[REDACTED]
Harry E. Fitzwater

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SUBJECT: (Optional)

Staffing of Operations Training Instructor Positions

FROM:

Director of Training
1026 C of C

EXTENSION

3245

NO.

OTR 76-6311

DATE

16 APR 1976

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director
for Administration
7D26 Headquarters

19 APR 1976

VIA DD/A Registry
File Personnel-5This memorandum was
prepared after a general
review of the staffing
situation at [REDACTED] 25X1A
with the full participation
and advice of [REDACTED]
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5. Chief, Career
Management Group
3C43 Headquarters

Harry E. Fitzwater

PRIORITYForm No. 160
1 Dec 56

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06 FEB 1976

MEMORANDUM FOR: Director of Training

THROUGH : Chief, Plans Staff
Deputy Director for Operations

SUBJECT : Staffing of Operations Training
Instructor Positions

1. Inasmuch as we are now just completing our annual exercise of nominating and selecting qualified DDO officers for assignment to Office of Training operations training instructor positions, I would like to share with you some thoughts toward ensuring that we have high calibre, experienced officers in these positions.

25X1A 2. The most immediate problem we face in this directorate derives from the low grade structure established for operations training instructor positions at the [REDACTED]. Of the thirty positions filled by DDO careerists as of 31 December 1975, sixteen are authorized at grades GS-13 (twelve) and GS-12 (four). Seven of these sixteen are filled by officers in personal rank assignments (PRA). (All told twelve of the DDO careerists assigned at the DTS are in PRA situations.)

25X1A 3. This unhealthy situation highlights the problems we face in trying to place top-notch officers at the [REDACTED] who meet both our criteria and yours.

25X1A a. Officers in grades GS-12 and -13 are generally at critical points in their careers. Although we have taken great pains to characterize rotational tours at the [REDACTED] as career enhancing, they in most cases really are not at these grades. These officers are in highly competitive situations both for advancement and assignment. They are anxious to prove themselves or enhance their evaluations and professional rankings as operations officers and can do this best in overseas or certain Headquarters [REDACTED] assignments where they can be directly engaged in or in support of clandestine intelligence and/or covert action operations.

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b. Age is a related factor. Some are anxious to get a leg up on their qualifications for CIARDS. Others want to acquire overseas expertise and experience before family or other circumstances begin to affect their mobility. And although we are careful to avoid discrimination because of age, the record shows this is a young man's game and the young people are eager to get ahead.

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c. From our own management point of view, we believe that older and more senior officers are more apt to have acquired the versatility and depth and breadth of operational and liaison, including operations management, experience needed to qualify them as full-fledged operations training instructors at the [REDACTED]. We believe that these more mature officers not only are better prepared to teach a variety of professional skills in a meaningful way but also to share their experiences with the students and to respond to the latter's penetrating questions.

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d. We have instructed our personnel evaluation boards to overlook the fact of PRA's at the [REDACTED], and to concentrate on the specifics of LOI's, fitness reports, promotion recommendations and comparative rankings. Nevertheless, we, as well as senior officers of the [REDACTED], have been disappointed over the low promotion rates of DDO officers assigned at the [REDACTED]. Moreover, in addition to the all-too-prevalent reluctance of many officers to accept an assignment away from the "mainstream", they are even more reluctant to accept positions which appear to offer no opportunity for advancement, i.e., are at their present grade, or worse, require PRA. The latter, of course, even prevents recognition of a sustained superior performance in the form of a quality step increase (QSI)!

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e. What I've said above also applies in part to grade GS-14 and GS-15 officers as well. Even with growing cooperation from our area divisions, we still find reluctance to take training assignments.

4. I feel that you would immediately improve this situation if you could upgrade most if not all of the [REDACTED] GS-12 and -13 instructor positions, especially those in the "operations-generalist" category, to GS-14. Also, by raising some GS-14 positions to GS-15 without regard

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to supervisory responsibilities, you would attract officers with special skills and experience, applicable especially by but by no means solely to the Senior Operations Course. In so saying all this, I recognize the "average grade" and budget problems.

5. Another factor I might mention, although perhaps premature at this moment, is that of the exposure and erosion of cover of so many of our officers currently overseas. This could very likely force us, as we (hopefully) improve our cover arrangements, to look particularly to our younger officers to fill overseas positions, and thus to rely more heavily if not nearly completely on middle and senior grade officers to staff operations training instructor requirements.

6. I understand that a number of senior OTR careerists are planning to retire this year, including some in supervisory operations training positions. I hope this will open up additional GS-14 and -15 rotational positions for DDO careerists. Although the suggestion has been made, at least tentatively, that the retiring OTR officers might in some instances be replaced by DDO officers transferring to the OTR career service, or that a number of DDO officers in several grades might be so transferred to rebuild the OTR cadre, I would think this would be possible in only a few cases. Even so, I would advise against it, because I believe these officers would find it extremely difficult to obtain rotational DDO assignments to upgrade or update their operational skills and experience. Basically, I'd urge that all operations training instructor and supervisory positions eventually be filled by DDO careerists on rotation.

7. Lest this seem wholly one-sided, I can assure you that on our part we are making a continuing effort to make OTR rotational assignments in general more attractive professionally and career-wise, to promote the concept that every successful DDO officer should expect at least one rotational assignment to a training job during his (her) career, and that such assignments equate to DDO duty assignments. And I'm sure you already are aware of the steps we've been taking with respect to preparation of fitness reports for DDO careerists assigned to the [REDACTED], and to our personnel evaluation system.

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8. I look forward to discussing any of the foregoing with you at your pleasure, and hope it will be possible to ameliorate the [REDACTED] grade structure problem. 25X1A

[REDACTED]

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Chief, Career Management Group

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